



**DEPARTMENT OF THE NAVY**  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
2000 NAVY PENTAGON  
WASHINGTON, DC 20350-2000

OPNAVINST 1001.26  
DNS  
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**OPNAV INSTRUCTION 1001.26**

From: Chief of Naval Operations  
To: OPNAV Principal Officers

Subj: MANAGEMENT OF NAVAL RESERVE (NR) SELECTED RESERVE  
(SELRES) SUPPORT TO THE OFFICE OF THE CHIEF OF NAVAL  
OPERATIONS (OPNAV)

Encl: (1) Organization and Management of Naval Reserve  
Selected Reserve Support to the Office of the  
Chief of Naval Operations

1. Purpose. To issue policy and procedures for management  
of NR SELRES support to the OPNAV.

2. Background. OPNAV SELRES structure was realigned on 1  
October 2003. The realignment initiative consolidated 19  
program-oriented reserve units on the staff into six  
functional units; incorporated all Individual Mobilization  
Augmentee billets into the new unit structure; and included  
a directed reduction in the number of reserve billets on  
the staff from 519 on 1 October 2002 to 206 by 30 September  
2004.

The transition process was managed over an 18-month period  
by a team convened by the Director Navy Staff and  
consisting of active duty staff, SELRES, and Operational  
Support Officers to ensure that all stakeholder equities  
were considered. Wherever possible, billet reductions were  
taken in connection with personnel rotations to minimize  
personnel turbulence. The resulting structure is intended  
to provide flexible and responsive support to the entire  
OPNAV staff; staff-wide visibility on support requirements;  
and central oversight and coordination of NR activities.

A unique aspect of this initiative was the deliberate  
inclusion in the structure of Operational Support (OS)  
billets that have no basis in mobilization plans, but are  
specifically intended to apply the civilian skills of  
selected Naval Reservists to critical but unresourced  
requirements on the Navy staff.

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3. Action

a. Enclosure (1) contains policies and procedures for the management of organic NR resources. OPNAV Principal Officials, supporting staff and appropriate Naval Reserve officials shall implement policies and procedures contained therein.

b. The Director, Naval Reserve Support shall be responsible to the Director, Navy Staff for maintenance of this instruction.

c. This instruction shall be reviewed at least annually and its guidance revised as necessary to facilitate responsive SELRES support to OPNAV.

4. Report. The reporting requirements contained in enclosure (1) are exempt from reports control by SECNAVINST 5214.2B.

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Director, Navy Staff

Distribution:  
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**ORGANIZATION AND MANAGEMENT OF NAVAL RESERVE SUPPORT  
TO THE OFFICE OF THE CHIEF OF NAVAL OPERATIONS**

1. Executive Summary. Naval Reserve (NR) Selected Reserve (SELRES) support to the Office of the Chief of Naval Operations (OPNAV) is organized into six functional units. The Director, Naval Reserve Support (DNRS) is the primary liaison between the unit commanding officers (COs) and the Director, Navy Staff (DNS). Unit COs are the primary liaison between single-digit N-Codes and the units functionally aligned to these codes. NR billets in the six units are designated as either mobilization (MOB) or operational support (OS) billets. Reservists in MOB billets train to assume Echelon 1 staff functions required in connection with war plan execution. Reservists in OS billets perform OPNAV staff support as recommended by the NR OS Review Board (OSRB) process, reviewed and prioritized by the Deputy OPNAV Principal Officers, and approved by DNS. While not assigned mobilization functions by billet, SELRES in OS billets are subject to mobilization if/when their skills are identified as fulfilling mobilization requirements. The OSRB collects, evaluates and recommends prioritization of requirements for NR support identified by the supported command and the assignment of NR resources to priority projects. Organizational relationships appear in a line diagram at the end of this enclosure.

2. DNRS

a. Roles and responsibilities. DNRS is the primary liaison between DNS and the unit COs. He or she reports to DNS via the Deputy DNS (DDNS) and

(1) Acts as the primary point of contact for DNS for management of SELRES manpower and personnel resources.

(2) Manages the processes required to collect, evaluate and prioritize requirements for NR support to OPNAV.

(3) Manages the processes required to apply SELRES resources, including their time, skills and qualifications, to OPNAV priority projects. In this capacity, chairs meetings of the OSRB.

(4) Establishes and maintains standard operating procedures relating to SELRES matters.

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b. Qualifications and selection. DNRS will be a post-command O6 line officer with significant experience on OPNAV or other major headquarters staff. The DNRS billet is a 2-year term of major command equivalence located administratively in the OPNAV NR Management Analysis Unit (NR MA). The billet will be filled via the national NR Apply process. DNS is the designated reporting senior for DNRS.

c. Staff support and processes. DNRS is supported by one officer and one enlisted billet, also located administratively in NR MA, and by additional officer support from the Volunteer Training Unit (VTU) as available and required by workload. DNRS and staff will manage on behalf of DNS the policies, processes, systems, correspondence, records, and other management and administrative matters associated with OPNAV NR support.

### 3. Unit Organization and Missions

#### a. OPNAV NR Units

(1) NR Management Analysis Unit (NR MA). NR MA is aligned with the DNS staff, and DNS is the designated reporting senior for the unit CO. The unit consists only of OS billets and develops, conducts, or supervises management analyses as tasked through the OSRB process.

(2) NR Intelligence (NR INTEL). NR INTEL is aligned with N2, and N2 or his or her designated representative is the reporting senior for the unit CO. The mission contains both MOB and OS billets augments intelligence watchstanding in support of war plan execution and provides other support as tasked through the OSRB process.

(3) NR Operations and Plans (NR OPS/PLANS). NR OPS/PLANS is aligned with N3/N5, and N3/N5 or his or her designated representative is the reporting senior for the unit CO. The unit contains both MOB and OS billets; it augments current operations watchstanding in support of war plan execution and provides other staff support as tasked through the OSRB process.

(4) NR Site R. NR Site R is aligned with N3/N5, and N3/N5 or his or her designated representative is the

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reporting senior for the unit CO. This unit consists only of MOB billets; it trains to support Site R in the event of its activation and assists in the maintenance of the associated systems and equipment.

(5) NR Fleet Readiness and Logistics (NR FLT RED/LOG). NR FLT RED/LOG is aligned with N4, and N4 or his or her designated representative is the reporting senior for the unit CO. The unit contains a mix of MOB and OS billets; it augments fleet readiness and logistics watch standing in support of war plan execution and provides other staff support as tasked through the OSRB process.

(6) NR Capabilities Assessment (NR CA). NR CA is aligned with N6/N7, and N6/N7 or his or her designated representative is the reporting senior for the unit CO. The unit contains only OS billets and provides capabilities assessment functions relating to Sea Power 21 pillars and other requirements as tasked through the OSRB process.

b. Unit COs

(1) Unit COs are responsible to their respective NR chains of command for administrative management of their units, including achieving, maintaining and reporting mobilization readiness. Approximately 25 percent of inactive duty training (IDT) time will be consumed by reserve administration, with the balance available for OS. Congress authorizes and appropriates funding for the Reserve Components for the specific purpose of maintaining a national reserve force, and administrative time required to meet mobilization readiness criteria should not be construed as an unnecessary or inappropriate use of NR resources.

(2) Unit COs will conduct liaison with the OPNAV staff codes with which their units are aligned; assist in documenting requirements for reserve support; and advise on the availability and mechanics of applying NR resources to staff requirements. Responsibility for determination of requirements lies squarely with the Active Component (AC), not the Reserve Component (RC), and NR unit COs shall not be tasked by the supported command to identify requirements for reserve support. COs shall keep supported codes advised of activities and issues via direct liaison with the Operational Support Officer or other point of contact assigned by the AC staff.

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4. N-Code and NR Operational Support Officer (OSO) Roles and Responsibilities. Active component (AC) engagement in the tasking and management of NR capabilities is critical to the effective and efficient use of this resource. NR OSOs assigned to the staff are specifically charged with assisting in identifying and documenting requirements that could be resourced through the use of NR resources organic to OPNAV, and in identification of sources of NR support not organic to the staff. Senior military and civilian leaders in OPNAV directorates have the following specific responsibilities with regard to NR support to the staff.

a. Requirements Submission. Identification of requirements for NR support is the specific responsibility of the single-digit N Code OPNAV Principal Officials (OPO). The AC defines requirements for and funds reserve support. While both OSO and SELRES personnel may assist in crafting and entering requirements data into systems, the primary responsibility for identifying requirements for both MOB and OS support lies with the AC.

b. Support to NR Units. The single-digit N-Codes to which NR units are aligned shall provide basic logistical support to NR personnel. This includes but is not limited to access to habitable working spaces; computer equipment and accounts; administrative support such as badges and parking passes; safety and other relevant training required for Pentagon staff; and normal office supplies and storage space during weekends and other periods when NR members are conducting OPNAV work. N-Codes are also encouraged to integrate NR personnel into routine requirements such as Command Fitness Assessments.

c. NR Fitness Reports and Evaluations. Each OPNAV OPO to whom a unit CO reports is responsible for submission of a regular annual fitness report on the CO of the unit reporting to him or her. Specifically, the flag officer in each OPNAV single-digit directorate responsible for signing fitreps of active duty O6 officers will also sign the fitreps of NR Unit CO O6 officers assigned to that directorate. In the normal course of performance evaluation, regular feedback to the CO on the performance of both the individual and the unit he or she commands should be provided by the OPO or his or her designated representative.

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d. NR Awards. When personal awards are recommended for SELRES accomplishments in support of OPNAV, awards shall be submitted through and supported by the AC staff with which the unit is aligned. The same standards and policies for awards shall be applied to both RC and AC awards.

5. NR OS Requirements Board (OSRB). The OSRB is the principal means by which requirements for NR support will be evaluated and prioritized for presentation to DNS on what requirements are to be resourced. DNS, in consultation with Deputy OPOs, will decide how OPNAV NR resources are allocated.

a. Board composition. The OSRB shall be comprised of DNRS (non-voting chair); N951 (non-voting advisor); the six NR unit COs (non-voting advisors) and the voting members. The voting members are designated representatives of DNS, N1, N2, N3/N5, N4, N6/N7 and N8. Five voting members present shall constitute a quorum for consensus proceedings and board recommendations. Board proceedings are to be conducted in an open and transparent manner, and attendance and participation by any interested party is encouraged.

b. Board schedule. Board meetings will normally be held on the third Friday of each month. This date coincides with the drill weekend of the majority of OPNAV units, and may be adjusted to comply with holiday or other schedule changes or conference room availability. When necessary or appropriate, board proceedings may be conducted electronically.

c. Board processes. The OSRB will meet monthly or as required to review, evaluate, and prioritize requests for NR support. Results of OSRB deliberations will be presented to the Deputy OPOs for prioritization of requirements for support. DNS has final authority on Deputy OPO recommendations.

d. Board system maintenance. DNRS is responsible for developing, maintaining and operating a web-based requirements collection system available to the staff on the OPNAV Headquarters Information Technology system, and will work with the OPNAV Chief Information Officer to achieve the required capability.

6. NR Resource allocation

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a. Inactive Duty Training (IDT). IDT refers to the 48 4-hour drill periods that are traditionally conducted on weekends. Administrative management of the RC (General Military Training, physical readiness, medical and dental readiness, security clearance and training management, etc.) consumes approximately 25 percent of IDT resources. Mobilization training and qualification will normally consume the balance of IDT of MOB billet incumbents, although IDT in excess of training and qualification requirements may be allocated to other OPNAV tasking through the OSRB process. All IDT of OS billet incumbents will be allocated to tasks through the OSRB process.

b. Annual Training (AT). The number of days of AT available to SELRES is a function of NR funding levels and may vary from 12 to 29 days per member. As a matter of policy, each OPNAV reservist should perform 12 days AT annually in direct support of OPNAV. AT in excess of 12 days at OPNAV may be expended on OS to other commands or activities that benefit the Navy and/or the individual member. Unit COs have the authority to determine when CNO-mandated professional development requirements take precedence over OS with regard to the use of AT.

c. Annual Duty for Training (ADT). ADT funding is allocated to both AC and NR commands for use on additional training or support beyond statutory training requirements. OPNAV ADT allocations will be held by N095 and applied through the OSRB process.

d. Active Duty for Special Work (ADSW). ADSW funding is managed by the Deputy Chief of Naval Operations for Manpower and Personnel independent of the OSRB. However, ADSW performed by members of OPNAV NR units at commands other than OPNAV impacts NR man-hours available to OPNAV priorities. COMNAVRESFORINST 1001.5 governs the transfer of SELRES from pay billets when voluntarily ordered to active duty or ADSW, and should be consulted when OPNAV SELRES request orders to extended active duty.

e. AT, ADT, ADSW support to OPNAV by other commands. There may be occasions when SELRES personnel on orders from other commands will perform work at OPNAV using non-OPNAV funding. The following considerations apply to such circumstances:



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(1) Support from other commands should fulfill validated OPNAV requirements. While in-rate training or other professional development may be achieved through such support, operational support to OPNAV must be the primary justification for staff augmentation of this nature.

(2) Support provided by other commands is a de facto statement that those mandays were not required at the providing command. Any resource diverted from one supported command to another should be approved by the AC of the providing command.

(3) OSOs shall report on a monthly basis the mandays of non-OPNAV SELRES personnel consumed in their Directorates to DNRS for consolidated reporting to DNS.

(4) While the NR OSRRB need not approve such support, the Board will have visibility on how requirements are being met with non-OPNAV resources. This will assist in prioritizing OPNAV resource allocation.

7. Skills Inventory Process. NR skills and qualifications are made visible to the OPNAV staff, both AC and RC, by posting formatted biographies on the HQWeb in text-searchable format. Each reservist assigned to OPNAV will complete the required template and forward as directed for posting on HQWeb. Such data is privacy-protected in accordance with Department of Defense and other privacy policy and legislation.

8. Requirements Collection Process. Requirements for NR support will be submitted to the OSRB through a web-based database software application that will collect, display and disseminate information on existing and anticipated requirements. DNRS is responsible for developing and managing applications and processes associated with this function. The AC will be primarily responsible for populating the requirements database; the OSRB will assist in quality control of the database and recommending process improvements to the system. In the interest of transparency and fairness in an environment of competition for scarce resources, all OPNAV staff, AC and RC, should have visibility on all requirements entered into the system.

9. Management of NR IT Systems and Processes. The OPNAV CIO is responsible for development and maintenance of IT

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applications on the staff. DNRS will work with and through the OPNAV CIO to develop and manage NR-specific applications on the HQWeb, QuickPlace, or other enterprise software to ensure compatibility and compliance with existing systems and policies.

10. General SELRES Management Policies

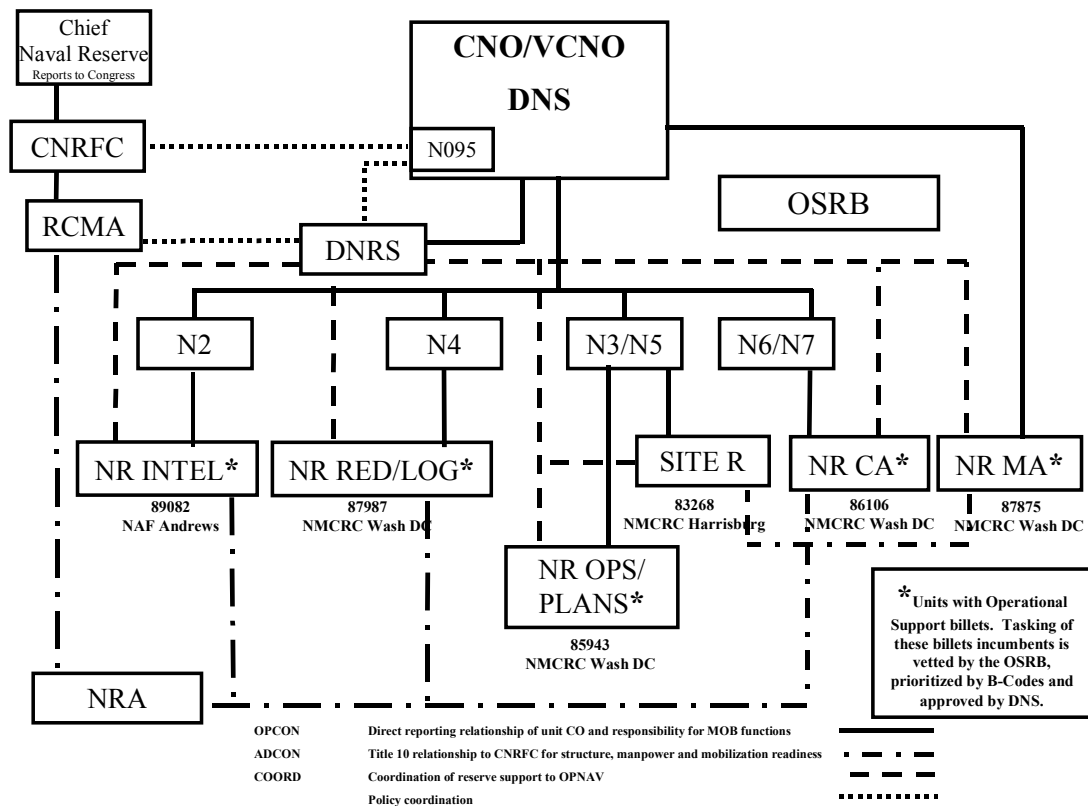
a. Telecommuting, incremental, remote and flex drills. The use of telecommuting, incremental, remote and flex drilling in support of OPNAV is encouraged to the maximum extent compatible with NR regulations and good order and discipline. Unit COs are responsible for managing these programs in accordance with existing regulations and good judgment. Reservists selected for assignment to OPNAV headquarters billets are experienced senior personnel of proven ability and integrity, and should be managed as such.

b. Reporting unit and individual support to support of OPNAV. Unit COs are responsible to Naval Reserve Activities (NRAs) for activity reporting as required by specific NRAs. However, it is also necessary that DNRS be able to capture details of NR support to the staff to assist DNS in evaluation of the quantity, quality and management of this significant resource. To that end, unit COs will submit reports on unit activity and staff accomplishment as requested by DNRS.

c. Performance of Command Fitness Assessments (CFA) and related activities. Unit COs are responsible for the accomplishment of CFA and related activities. Unit COs may elect to conduct CFA in conjunction with OPNAV or NRAs as best suits the unit.

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## NR OPNAV Organization Chart



**CNRFC** Commander Naval Reserve Forces Command  
**RCMA** Readiness Command Mid-Atlantic  
**NRA** Naval Reserve Activity  
**DNS** Director Navy Staff  
**DNRS** Director Naval Reserve Support  
**OSRB** Operational Support Review Board